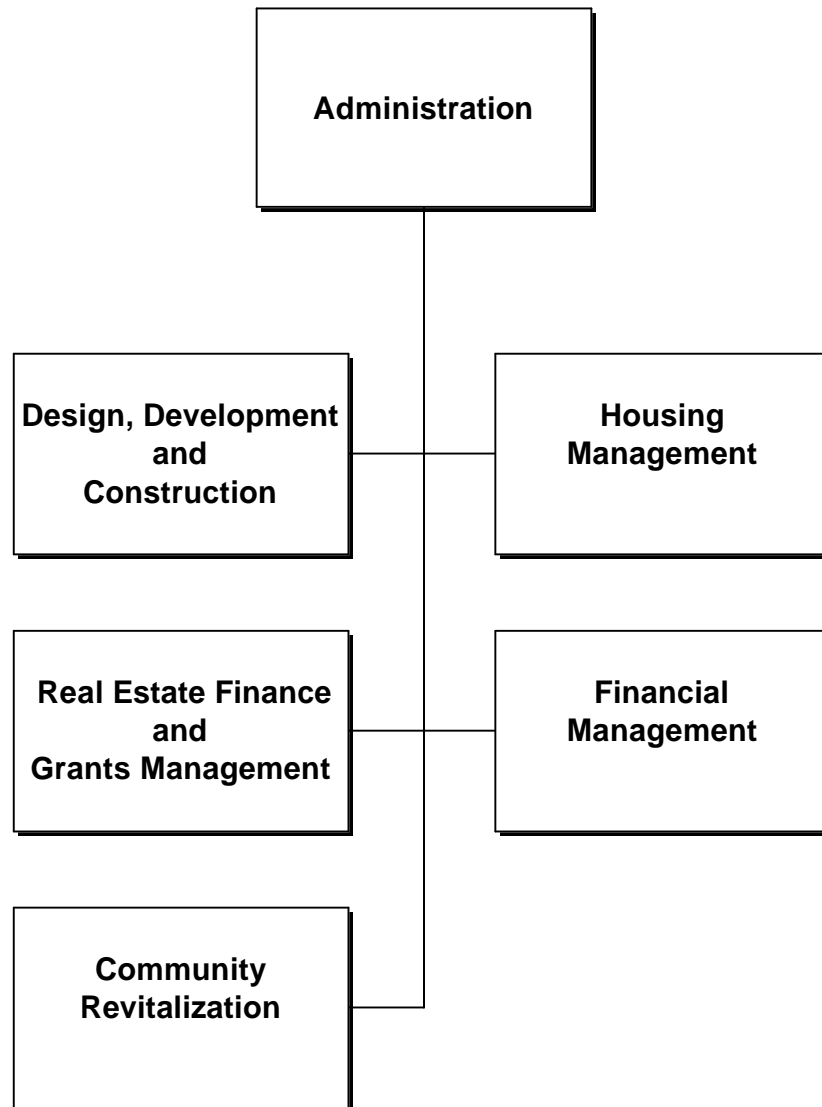


# DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT



# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

## *Agency Position Summary*

227	Regular Positions	/	226.5	Regular Staff Years
<u>7</u>	Grant Positions	/	<u>7.0</u>	Grant Staff Years
234	Total Positions	/	233.5	Total Staff Years

## **Position Detail Information**

### **ADMINISTRATION**

#### **General Fund:**

1	Director
2	Deputy Directors
1	H/C Dev. Proj. Adm.
1	Management Analyst III
1	Info. Tech. Prog. Mgr. I
1	Programmer Analyst I
1	Info. Tech. Technician II
2	Administrative Assistants IV
<u>1</u>	Administrative Assistant II
11	Positions
11.0	Staff Years

#### **Public Housing:**

1	Network Tele. Analyst II
<u>1</u>	Programmer Analyst I
2	Positions
2.0	Staff Years

#### **FCRHA:**

1	Fiscal Administrator
1	Programmer Analyst II
1	Information Officer III
1	Information Officer II
<u>2</u>	Administrative Assistants IV
6	Positions
6.0	Staff Years

#### **Section 8:**

1	Network Tele. Analyst III
<u>1</u>	Programmer Analyst II
2	Positions
2.0	Staff Years

#### **CDBG:**

<u>1</u>	Management Analyst III
1	Position
1.0	Staff Year

### **HOUSING MANAGEMENT:**

#### **General Fund:**

1	H/C Dev. Proj. Adm.
1	Housing Svcs. Spec. V
2	Housing Svcs. Specs. IV
1	Housing Svcs. Spec. III
4	Housing Svcs. Specs. II
1	Housing Svcs. Spec. I
1	Vehicle Maint. Coord.
1	Warehouse Supervisor
1	A/C Equipment Repairer
1	Locksmith II
2	Plumbers II
1	Carpenter I
1	Painter I
2	Hmn. Svcs. Assts.
1	Housing Manager
1	Administrative Assistant III
<u>2</u>	Administrative Assistants II
24	Positions
24.0	Staff Years

#### **Elderly Housing Programs:**

1	Housing Svcs. Spec. V
1	Housing Svcs. Spec. IV
2	Housing Svcs. Specs. II
1	Housing Svcs. Spec. I
1	Sr. Mech. Sys. Supvr.
1	Asst. Supvr. Fac. Support
1	Electrician II
4	Facility Attendants II
1	Gen. Bldg. Maint. Wkr. I
1	Administrative Assistant V
<u>1</u>	Maint. Trade Helper II
15	Positions
15.0	Staff Years

### **Public Housing:**

1	DHCD Property Mgmt. Supvr.
1	Housing Services Specialist V
1	Housing Services Specialist IV
1	Housing Services Specialist III
7	Housing Services Specialists II
2	Hsg. Svcs. Specs. I 1PT
3	Senior Maintenance Supervisors
3	A/C Equipment Repairers
2	Carpenters II
1	Carpenter I
1	Painter I
2	General Bldg. Maint. Workers I
1	Administrative Assistant V
1	Administrative Assistant IV
3	Administrative Assistants II
1	Storekeeper
<u>1</u>	Warehouse Worker-Driver
32	Positions
31.5	Staff Years

### **Rental Program:**

3	Hsg. Svcs. Specs. II
1	Electrician II
1	Engineering Tech. II
1	Painter II
2	Painters I
1	Plumber I
3	Gen. Bldg. Maint. Wrkrs. I
1	Administrative Assistant IV
<u>1</u>	Administrative Assistant II
14	Positions
14.0	Staff Years

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

## HOUSING MGT. (CONT.):

### **Housing Partnerships:**

2	Hsg. Svcs. Specs. III
2	Hsg. Svcs. Specs. II
2	Hsg. Svcs. Specs. I
2	Refr. & A/C Supvrs.
2	Gen. Bldg. Maint. Wrkrs. II
1	Carpenter II
1	Plumber I
2	Administrative Assistants III
14	Positions
14.0	Staff Years

### **Section 8:**

2	Hsg. Svcs. Specs. IV 1G
3	Housing Svcs. Specs. III
19	Hsg. Svcs. Specs. II 2G
1	Human Services Coord. II
4	Human Services Assistants
1	Administrative Assistant V
1	Administrative Assistant IV
2	Administrative Assistants III
2	Administrative Assistants II
35	Positions
35.0	Staff Years

### **FCRHA:**

1	Housing Svcs. Spec. III
1	Housing Svcs. Spec. II
2	Positions
2.0	Staff Years

### **CDBG:**

1	Housing Svcs. Spec. V
1	Housing Svcs. Spec. IV
2	Housing Svcs. Specs. II
4	Positions
4.0	Staff Years

### **Public Housing/Modernization:**

1	H/C Developer IV G
1	H/C Developer III G
1	Management Analyst I G
1	Engineer II G
4	Positions
4.0	Staff Years

## DESIGN, DEVELOPMENT AND CONSTRUCTION

### **General Fund:**

1	H/C Dev. Proj. Admin.
1	H/C Developer IV
1	H/C Developer III
1	Administrative Assistant IV
4	Positions
4.0	Staff Years

### **FCRHA:**

2	H/C Developers IV
4	H/C Developers III
3	H/C Developers II
9	Positions
9.0	Staff Years

### **CDBG:**

2	H/C Developers III
2	Positions
2.0	Staff Years

### **HOME:**

1	H/C Developer IV
1	Position
1.0	Staff Year

## FINANCIAL MANAGEMENT

### **General Fund:**

1	Financial Manager
1	Fiscal Administrator
1	Management Analyst III
1	Accountant III
2	Accountants II
1	Administrative Assistant V
1	Administrative Assistant III
1	Administrative Assistant II
9	Positions
9.0	Staff Years

### **FCRHA:**

2	Accountants III
1	Accountant II
1	Administrative Assistant IV
1	Administrative Assistant III
5	Positions
5.0	Staff Years

### **CDBG:**

1	Accountant II
1	Administrative Assistant IV
2	Positions
2.0	Staff Years

### **Public Housing:**

1	Chief Acctg. Fiscal Officer
1	Accountant II
4	Administrative Assistants III
1	Administrative Associate
7	Positions
7.0	Staff Years

### **Section 8:**

1	Accountant I
1	Position
1.0	Staff Year

## REAL ESTATE FINANCE AND GRANTS MANAGEMENT

### **General Fund:**

1	H/C Developer IV
1	H/C Developer I
2	Positions
2.0	Staff Years

### **FCRHA:**

1	H/C Developer IV
3	H/C Developers II
1	Management Analyst III
1	Administrative Assistant IV
6	Positions
6.0	Staff Years

### **CDBG:**

1	Policy and Information Manager
3	H/C Developers IV
1	H/C Developer III
1	Maintenance Supervisor
1	Painter I
1	Carpenter I
1	Administrative Assistant IV
2	Administrative Assistants III
1	Maint. Trade Helper II
12	Positions
12.0	Staff Years

## COMMUNITY REVITALIZATION

### **General Fund:**

2	H/C Dev. Proj. Admins.
5	H/C Developers IV
1	Administrative Assistant IV
8	Positions
8.0	Staff Years

PT Denotes Part-Time Positions  
G Denotes Grant Positions

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## Introduction

The Housing Overview section describes the programs and projects operated by the Fairfax County Department of Housing and Community Development (DHCD) and the multiple sources of funds that support these activities.

As a County agency, DHCD undertakes many programs on behalf of the Board of Supervisors. However, DHCD also serves as the administrative arm of the Fairfax County Redevelopment and Housing Authority (FCRHA), a separate legal entity that was established in 1966 pursuant to Chapter 1, Title 36 of the Code of Virginia. FCRHA's roles include planning, design, production, rehabilitation and maintenance of housing, primarily for low- and moderate-income households, and assisting in the revitalization of neighborhoods in Fairfax County. Eleven Commissioners are appointed to the FCRHA for four-year terms by the Board of Supervisors.

The sources supporting DHCD's operations include County funds, General Obligation bonds, Federal grants, private capital, and revenue from program operations (e.g. developer fees and rent from tenants of housing owned by the FCRHA and income from repayment of loans). As a result of these multiple, complex funding streams, DHCD has 20 funds. Some funds are appropriated by the Board of Supervisors while others are allocated by the FCRHA. All are included in this budget in order to provide a complete financial overview. These 20 funds encompass all of the operations of DHCD/FCRHA with the exception of several housing developments that are operated by outside management companies under contract with the FCRHA and/or are owned by the FCHRA in partnership with private investors. Separate financial records are maintained for these developments.

Expenditures supporting the DHCD and FCRHA activities are in the amount of \$73,237,356 including \$7,334,797 in General Fund support, \$12,320,778 in other County appropriated funds, and \$53,581,781 in non-County appropriated funds. Total receipts for FY 2004 are anticipated to be \$75,217,665 as shown on the Consolidated Fund Statement. Receipts from Federal/State sources are anticipated to be \$46,547,626, or 61.9 percent, of total funding sources. More detailed descriptions of FY 2004 funding levels may be found in the narratives for each Fund following this Overview.

Because DHCD's programs are supported by multiple sources of funds, the Agency Mission and Purpose, Program Goals, Key Accomplishments, FY 2004 Initiatives, and Performance Measures are consolidated in this Overview rather than appearing with each fund. Performance Measures for FY 2004 have been refined by the agency to better reflect the agency's mission and purpose as discussed below. These Performance Measures do not include statistics on the developments which are privately managed and/or owned by partnerships. This Overview also provides summary information on the organization, staffing, and consolidated budget for DHCD.

## Agency Mission

To preserve and increase opportunities for affordable housing in Fairfax County based on need, community priorities, and the policy of the Board of Supervisors and the FCHRA. Driven by a community vision, to lead efforts to revitalize older areas of Fairfax County, to spur private reinvestment, maximize existing infrastructure and public investment, reverse negative perceptions, and create employment opportunities.

## Purpose

DHCD connects with the residents of Fairfax County at their roots – home, neighborhood, and community. All DHCD programs, activities and services revolve around this important link and can be grouped in three service areas: Affordable Housing, Neighborhood Preservation and Revitalization, and Capital Formation and Capacity Building.

Affordable Housing service area supports individuals and families in finding homes that are both safe and affordable.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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Neighborhood Preservation and Revitalization service area focuses on preserving and improving neighborhoods. In addition, DHCD links residential and commercial neighbors to revitalize the entire community, and bring new vitality to aging areas.

Capital Formation and Capacity Building service area focuses on development of partnerships with private investors and other public agencies resulting in capital investment and financial support for the DHCD and FCRHA mission.

Highlighted below are the main functions included in each of the service areas. Additional information concerning the goals, accomplishments, and key initiatives in each of these areas can be found after this summary.

## **Affordable Housing:**

### **First Time Home Buyers Program and Moderate Income Direct Sales Program**

This function offers new and resale homes at below market prices. These homes are built by private developers and are located within neighborhoods throughout the County. DHCD markets the homes and, in some cases, provides financing assistance to first time homebuyers. Through FY 2002, 1,199 homes have been sold to first time homebuyers through these programs.

### **Downpayment and Closing Costs Loans**

This activity assists home buyers in making a downpayment on a home and in covering closing costs.

### **FCRHA Rental Housing**

This function provides housing with rents to fit incomes. It includes properties under the Fairfax County Rental Program (FCRP) for those with modest means as well as properties owned by limited partnerships affiliated with the FCRHA. In addition, it encompasses properties under the Fairfax County Public Housing Program and rental subsidies under the Fairfax County Housing Choice Voucher Program for those with very low incomes. These resources provide housing for over 5,600 low- and moderate- income households.

### **FCRHA Development Activities**

DHCD, in conjunction with the FCRHA, facilitates the development of affordable housing by non-profit and for-profit developers through incentives and financing. DHCD and FCRHA also build and own housing for low- and moderate- income families and individuals, and households with special needs. In addition, FCRHA partners with private investors, through limited partnerships, to develop and operate affordable housing.

### **Elderly Housing**

This activity provides 400 affordable living units at elderly housing properties in Fairfax, Herndon, the Springfield area, Lincolnia, and McLean. A new senior housing facility in the Mount Vernon area is also under development with occupancy anticipated in early 2003.

## **Neighborhood Preservation and Revitalization:**

### **Fairfax County Revitalization Activities**

These activities focus on overseeing preparation and implementation of revitalization strategies in seven designated commercial revitalization areas. They involve planning for a community vision and sense of place, design and creative approaches to redevelopment, marketing of local business, and attracting private development and investment.

### **Home Improvement Loan Program and Home Repair for the Elderly**

These activities provide loans to homeowners (and some landlords) to fix up their properties. In addition, there is a crew to assist elderly homeowners in making minor repairs. In FY 2002, over \$562,083 was lent to homeowners for repairs and improvements to their property and 81 qualifying disabled or elderly homeowners received free repairs.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## **Neighborhood Improvements**

This activity is targeted at preservation and improvement in residential neighborhoods designated under the Community Improvement Program and in designated Conservation and Redevelopment areas. Following a community planning process and adoption of plans, the program also focuses on improvements to street, sidewalk, storm drainage and other infrastructure designed and constructed in conjunction with the Department of Public Works and Environmental Services (DPWES).

## **Blight Abatement**

This activity addresses citizen concerns about specific properties which are abandoned, dilapidated or otherwise unsafe. Efforts are made to encourage property owners to abate identified blight. If these efforts fail, the County may take direct action to repair or demolish the property. Through the end of FY 2002, 167 blighted properties have been abated and 299 are under review.

## **Human Services**

This activity provides resources to the County's non-profit partners through the Consolidated Community Funding Pool (CCFP) for critical human services such as youth programs, housing support services, and services targeted toward the County's immigrant population. A major portion of the funding comes from the Community Development Block Grant (CDBG), administered by DHCD, which also supports CCFP planning and administers contract awards. CCFP provided \$8.1 million in funding for these services in FY 2002.

## **Capital Formation and Capacity Building:**

### **Funding Opportunities**

This activity focuses on identifying and applying for available funding opportunities to leverage and supplement County funds for projects and programs. It includes Federal entitlement grants such as CDBG and HOME Investment Partnership Grant (HOME), other Federal, State and local grants and loans, and private financing.

### **Partnering**

This activity links the FCRHA financing with the private sector (non-profit and for-profit) to generate additional financial resources. Non-profit corporations or limited liability companies formed by the FCRHA partner with private investors to benefit from Federal Low Income Housing Tax Credits to fund FCRHA affordable housing for families and seniors. In addition, FCRHA issues revenue bonds to raise funds from private investors to fund affordable housing and community facilities.

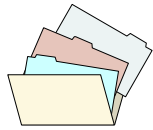
### **Consolidated Plan/Consolidated Community Funding Advisory Committee (CCFAC)**

DHCD provides leadership in developing and implementing the County's annual Consolidated Plan in conjunction with the CCFAC, a citizens' committee. The Consolidated Plan is the required annual application for several entitlement grants to the County from the U.S. Department of Housing and Urban Development (HUD) which provided about \$8.8 million for local housing and community development programs in FY 2002.

These service areas encompass all of the activities of the 20 DHCD funds. The total FY 2004 Adopted Budget Plan of \$73.2 million can be distributed to these service areas and the general costs of running the department. The Affordable Housing Service Area utilizes approximately \$51.7 million of this total while the combined Neighborhood Preservation and Revitalization and Capital Formation and Capacity Building Service Areas total approximately \$13.8 million. The balance of approximately \$7.7 million funds general support of DHCD. It should be noted that many of the functional areas of DHCD cross these service areas so an exact allocation to the service areas is not possible. The *FY 2003 Revised Budget Plan* for DHCD totals \$137.6 million. The decrease of \$64.4 million in FY 2004 is primarily due to the fact that many of the projects in the Neighborhood Preservation and Revitalization and Capital Formation and Capacity Building Service Areas are funded on a multi-year basis. Previously allocated balances have been carried over into FY 2003 to allow for continuation of the projects.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## Affordable Housing Service Area

### Goal

To implement the Board of Supervisors' Affordable Housing Goal that "opportunities should be available to all who live or work in Fairfax County to purchase or rent safe, decent, affordable housing within their means". This goal will be achieved through providing development, technical assistance, and financing services in conjunction with the FCRHA and both for-profit and non-profit community partners; managing and maintaining quality affordable rental housing; administering rental housing subsidies in accordance with Federal regulations and local policies; and providing homeownership opportunities to eligible households.

### Key Accomplishments

- ◆ Opened and occupied Phase II of Herndon Harbor House, a moderate income senior living facility containing 60 units.
- ◆ Completed renovations of 302 public housing units in FY 2002.
- ◆ Applied successfully, in partnership with a local non-profit, Psychiatric Rehabilitation Services, for a HUD Resident Opportunity and Supportive Services Grant, which provides innovative residential support services to disabled Fairfax County citizens residing in the Section 8 and Public Housing programs.
- ◆ Initiated two major workflow projects aimed at improving effectiveness and efficiency in the Housing Choice Voucher, Public Housing, and FCRP programs.
- ◆ Implemented a Project-Based Voucher Program, a new initiative that the FCRHA will use to convert 278 tenant based vouchers to site specific vouchers. These vouchers will support FCRHA strategic initiatives such as making transitional housing and housing for disabled citizens more affordable.
- ◆ Reorganized the Senior Housing and Services Branch to include responsibility for oversight of group homes, specialized housing programs. This reorganization gives a greater focus and centralization of services for disabled citizens, including oversight of and administration of the Reasonable Accommodation process.
- ◆ Won recognition both locally and nationally for housing program development and operation including: An Award of Merit from the National Association of Housing and Redevelopment Officials for DHCD Landlord Briefing Program (FY 2000).
- ◆ HUD High Performer recognition for HCD's performance in the Housing Choice Voucher program. This recognition was awarded for HCD's performance in FY 2001 under the Section 8 Management Assessment Program (SEMAP).
- ◆ HUD High Performer recognition for HCD's performance in the Public Housing Program. This recognition was awarded for HCD's performance in FY 2001 under the Public Housing Assessment Program (PHAS).
- ◆ At an Annual Housing Choice Voucher Conference in FY 2002, HCD was recognized as a national model for its efforts in combating fraud and abuse and for its efforts in coordinating anti-crime efforts with the police.
- ◆ Reached 100 percent utilization of Housing Choice Vouchers in FY 2003. This is the first time this has been achieved in the Fairfax County rental market in several years.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## FY 2004 Initiatives

- ◆ Reduce management and maintenance costs of FCHRA-owned housing in specific expense areas without sacrificing service quality, and seek additional or new funding sources to increase service where needed.
- ◆ Plan for the opening and occupancy of Little River Glen II, a senior assisted living facility incorporating Fairfax County Department of Housing, Sunrise Assisted Living and Inova Health.
- ◆ Conclude planning and development activities in the Magnet Housing program, a living/learning environment. Finalize partnership agreements and initiate pre-leasing activities.
- ◆ Rehabilitate and modernize 280 units of Public Housing in FY 2003 and FY 2004.
- ◆ Continue to implement reorganization of Housing Management and Maintenance Services to aim for more efficiency and closer locations to our clients and customers.
- ◆ Initiate and/or participate in initiatives coordinated with other Human Services agencies, non-profits, and private sector agencies geared at improving resident self-sufficiency. One of these initiatives is working with the Fairfax Fatherhood Collaborative to implement a pilot program at one or more of HUD's sites that would focus the resources of the collaborative to increasing the role of absent fathers in the parenting of their children.
- ◆ Update the HUD Annual Plan for Public Housing to include the resident survey follow-up plan and solicit recommendations from the community, the FCRHA, and the Resident Advisory Council on Plan revisions.
- ◆ Continue to improve appropriate assessment rating systems for the FCRP, Elderly Housing and Services, and Homeownership Programs.

## Performance Measurement Results

Five Performance Measures are associated with the Affordable Housing Service Area.

**Public Housing:** In FY 2002, the Public Housing program continued to provide high quality housing to nearly 3,000 Fairfax County residents, and maintained a high utilization of 99 percent. Agency indicators in nearly every area of the Public Housing Assessment System (PHAS) are rated very highly, resulting in an overall PHAS rating of 91 percent in FY 2001. The cost per client increased in FY 2002 compared with FY 2001 due to increased operational costs throughout the program.

**Fairfax County Rental Program (FCRP):** In FY 2001, DHCD used a new tool developed by the Housing Management Division to assess and track results in this program. Based on this new tool, the Housing Management Division was able to distinguish which sections of the program needed more attention to achieve safe, affordable housing for the residents of Fairfax County. For the first time, participants in the program were surveyed regarding their satisfaction with management and maintenance services, as well as property conditions and safety. More than 80 percent of the responses indicated that residents were satisfied or very satisfied. Occupancy remained at nearly 98 percent. The cost per client is decreased from FY 2001 to FY 2002 as a result of the FY 2002 transfer of Partnership properties and associated repair, maintenance, and other operating costs to Fund 950, FCRHA Partnerships, and the one-time repair and maintenance costs at group home properties.



# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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**Section 8:** In FY 2002, performance measures are anticipated to meet and exceed the targeted outcome of an 80 percent score in the initial year that the Section 8 program was measured under a Federal assessment called Section 8 Management Assessment Program (SEMAP). Several initiatives were put in place to increase success rates, which led to an average annual lease-up of 91 percent for FY 2002. The goal for FY 2003 is to achieve an average annual lease-up rate of 99 percent. However, the program is market-driven and if vacancy rates continue to hover at less than 2 percent, gains in utilization may be difficult to achieve. The rise in cost per client from FY 2001 to FY 2002 is due to having special allocations for mainstream housing for persons with disabilities. This means that the program served more households composed of single persons. DHCD anticipates serving larger family units in FY 2003 and FY 2004, which reduces the cost per client.

**Elderly Housing:** In FY 2002, 243 seniors were served by DHCD senior housing sites. Utilizing County dollars, apartment rent revenue, Federal HOME subsidy monies and Virginia Medicaid Auxiliary Grant funds, this program has sustained strong occupancy rates of approximately 98 percent in both FY 2001 and FY 2002. The cost per client increased in FY 2002 as a result of major maintenance repairs at several facilities which were not part of the normal maintenance cycle. The estimated cost for FY 2003 and FY 2004 is expected to decrease compared to FY 2002.

**Homeownership:** The number of new and resale units varies from year to year due to a variety of factors outside of departmental control. In FY 2002, 111 first time homebuyers achieved homeownership utilizing DHCD programs. This represented a decrease from the FY 2002 estimate of 160, primarily due to a one-time special project, Founders Ridge, that provided 79 units to the first time homeownership program. In FY 2001, service delivery satisfaction was measured for the first time through a survey of clients. It resulted in a very high rating, significantly higher than projected (99 percent versus 75 percent projected). The actual service delivery satisfaction rate for FY 2002 was 99 percent, the same level as FY 2001.

## ***Service Area: Affordable Housing, Function - Public Housing***

### **Performance Measures**

#### ***Objectives***

- ◆ To obtain a Public Housing Assessment System (PHAS) rating of 80 percent or better in the categories of vacant unit turnaround time, capital fund administration, work order completion, security, unit inspections, self-sufficiency, and resident satisfaction.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
Clients housed	2,922	2,899	2,899 / 2,897	2,899	2,899
<b>Efficiency:</b>					
Cost per client	\$1,864	\$1,967	\$2,093 / \$2,217	\$2,171	\$2,214
<b>Service Quality:</b>					
Occupancy rate	99%	99%	99% / 99%	99%	99%
<b>Outcome:</b>					
HUD's PHAS rating (1)	91.4%	91.0%	85.0% / NA	92.0%	92.0%

(1) This rating covers the fiscal year and is awarded within six months at the end of the fiscal year. The FY 2002 rating has not been received. A PHAS rating above 90 percent earns the FCRHA a rating of "Outstanding Performer".

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

***Service Area: Affordable Housing, Function - Fairfax County Rental Program (FCRP)***

## Performance Measures

### Objectives

- ◆ To obtain a Program Assessment rating of 80 percent or better in the categories of vacant unit turnaround time, work order completion, security, unit inspections, self-sufficiency, and resident satisfaction.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
Clients housed (1)	2,187	2,046	2,046 / 2,117	2,117	2,117
<b>Efficiency:</b>					
Cost per client (2)	\$2,119	\$2,641	\$2,871 / \$2,013	\$2,225	\$2,270
<b>Service Quality:</b>					
Occupancy rate	98.0%	97.6%	98.0% / 98.0%	98.0%	98.0%
<b>Outcome:</b>					
FCRP assessment rating	NA	82%	82% / 82%	82%	88%

(1) Subsequent to FY 2001 calculations include operating costs excluding debt service costs and group home supports that are appropriately adjusted.

(2) FY 2002 results are being tabulated.

***Service Area: Affordable Housing, Function – Section 8***

## Performance Measures

### Objectives

- ◆ To obtain a Section 8 Management Assessment rating of 80 percent or better in the categories of timeliness and quality of inspections, rent calculations, lease-ups, contract enforcement as well as in nine other areas specified by HUD.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
Clients housed (1)	8,570	8,869	9,319 / 9,229	9,785	10,055
<b>Efficiency:</b>					
Cost per client (2)	\$2,702	\$2,712	\$2,589 / \$3,190	\$3,013	\$2,990
<b>Service Quality:</b>					
Utilization rate (3)	88%	95%	95% / 92%	98%	98%
<b>Outcome:</b>					
SEMAP rating (4)	NA	NA	80% / NA	90%	91%

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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(1) Clients housed includes Section 8 vouchers and new construction. In FY 2002 an additional 313 new vouchers were provided.

(2) FY 2002 cost increase is due to significant increase in area rents.

(3) FY 2002 utilization rate included 278 new vouchers that were available during the fiscal year.

(4) The Section Eight Management Assessment Program (SEMAP) rating period is for the prior fiscal year and the rating is awarded within six months of the end of the fiscal year. A SEMAP rating over 90 percent earns the FCRHA "Outstanding Performer" status from HUD.

## ***Service Area: Affordable Housing, Function – Elderly Housing Programs***

### **Performance Measures**

#### ***Objectives***

- ◆ To obtain a Program Assessment rating of 80 percent or better in the categories of vacant unit turnaround time, work order completion, security, unit inspections, tenant services, and resident satisfaction.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
Clients housed	250	225	225 / 243	243	243
<b>Efficiency:</b>					
Cost per client (1)	\$12,107	\$12,382	\$13,774 / \$14,422	\$13,750	\$13,503
<b>Service Quality:</b>					
Occupancy rate	97%	98%	98% / 98%	98%	98%
<b>Outcome:</b>					
Elderly program assessment (2)	NA	82%	82% / 82%	82%	88%

(1) Includes staff costs incurred in monitoring other privately managed properties and includes extensive service costs associated with assisted living facilities such as providing round the clock coverage.

(2) A new program assessment tool has been developed, which has a score up to 100 percent and covers the preceding fiscal year.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

***Service Area: Affordable Housing, Function - Homeownership***

## Performance Measures

### Objectives

- ◆ To obtain a Program Assessment rating of 95 percent or better on indicators addressing sales rate, foreclosures, and rate of participation.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
First time homebuyers (1)	114	253	160 / 111	120	120
<b>Efficiency:</b>					
Cost per new homeowner (2)	\$521	\$470	\$566 / \$1,162	\$1,148	\$1,148
<b>Service Quality:</b>					
Participant satisfaction survey scores (3)	NA	99%	95% / 99%	95%	95%
<b>Outcome:</b>					
Assessment rating	NA	99%	95% / 99%	95%	95%

(1) FY 2001 "Output" included all Affordable Dwelling Units and a one-time special project, Founders Ridge.

(2) FY 2002 Efficiency measurement includes all relevant salaries, which were not included in prior years.

(3) A new program assessment tool was developed to rate the program effectiveness.



## **Neighborhood Preservation and Revitalization Service Area**

### Goal

To preserve and improve the quality of life in older, stable residential and commercial areas of the County, and to provide services targeted to the needs of the County's lower income residents.

### Key Accomplishments

- ◆ Facilitated the demolition or rehabilitation of 34 blighted properties throughout the County.
- ◆ Assisted 131 low- and moderate- income, elderly, or disabled homeowners with the rehabilitation and repair of their homes.
- ◆ Completed road, sidewalk and storm drainage improvements in the Ballou and Mount Vernon Manor communities.
- ◆ Implemented the second year of the first multi-year awards process (for FY 2002–FY 2003) through the Consolidated Community Funding Pool (CCFP).
- ◆ Made available \$8.1 million in funding through the CCFP in FY 2002 for 84 programs providing services to meet identified needs, and supporting affordable housing preservation and development by the non-profit community.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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- ◆ Completed the design of streetscape improvements on a portion of Annandale Center Drive, in the Annandale Commercial Revitalization District.
- ◆ Completed economic and engineering feasibility studies for the Springfield Town Center located in the Springfield Commercial Revitalization District.
- ◆ Applied for and received \$90,000 HUD Economic Development Initiatives Grant to study the feasibility of a constructing a Multi-Cultural Community Center in the Annandale Commercial Revitalization District.
- ◆ Economic and engineering feasibility studies have been completed for a Town Center development at Kings Crossing in the Richmond Highway Commercial Revitalization District. A marketing brochure has also been completed for Kings Crossing and a marketing campaign is underway by the Southeast Fairfax Development Corporation to find a private developer to construct the new Town Center.

## FY 2004 Initiatives

- ◆ Complete the third cycle of multi-year funding awards through the CCFP for FY 2003–FY 2004, contingent upon approval by the Board of Supervisors.
- ◆ Manage the contract for and implementation of the County's new Nonprofit Organizational Development Initiative that will assess and provide technical assistance for up to 52 nonprofit community-based organizations.
- ◆ Negotiate and manage contracts with nonprofits for performance of funded programs through the CCFP and continue training and technical assistance in building their capacity.
- ◆ Provide assistance to 135 low- and moderate- income, elderly, or disabled homeowners to rehabilitate or repair their homes.
- ◆ Provide for the abatement of 40 blighted properties in the County.

## Performance Measurement Results

Two Performance Measures are associated with the Neighborhood Preservation and Blight Program.

**Blight Abatement:** Prior performance indicators for the new Blight Abatement Program estimated a finite number of blighted properties in the County and thus projected a decline in the number of blighted properties over time. This trend appears to be true based on FY 2002 actuals. The staff assigned to blight abatement has diligently investigated referred properties and due to voluntary action by owners, the number of properties actually categorized as “blighted” have been reduced.

**Revitalization:** Performance indicators show the cost per area managed increased from an FY 2001 actual cost of \$15,114 to an estimated cost of \$20,972 in FY 2002. As the revitalization staff has increased in FY 2002 and the number of programs remains nearly constant, the cost per area managed is estimated to increase. The performance indicators for cost per managed area are projected to fall again in FY 2003 to \$17,976 since the number of staff will remain constant while the number of programs is expected to rise. Due to the limited number of staff to date, surveys have not been conducted to assess the service quality.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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***Service Area: Neighborhood Preservation and Revitalization, Function - Blight Abatement***

## Performance Measures

### Objectives

- ◆ To prevent a net increase in the number of blighted properties throughout the County.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
Blighted properties identified (1)	301	335	345 / 299	269	236
<b>Efficiency:</b>					
Cost per property abated	\$2,018	\$2,809	\$3,393 / \$0	\$1,609	\$1,609
<b>Service Quality:</b>					
Percent of abated properties where abatement was accomplished through voluntary actions of owners without direct County action	93%	100%	97% / 100%	97%	97%
<b>Outcome:</b>					
Percent change of blighted properties in the County (2)	0%	12%	3% / (11%)	(10%)	(11%)

(1) In any given year, additional properties are referred to the blight program and added to the blighted property inventory. A portion of the currently identified blighted properties are abated during the year. The number of identified properties has decreased due to increased efforts to inspect all referred properties, which often results in voluntary actions by the homeowners.

(2) FY 2003 and FY 2004 estimates reflect the current decrease in properties being identified as "blighted" since homeowners are opting to voluntarily clean-up their properties before they are categorized as "blighted".

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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**Service Area: Neighborhood Preservation and Revitalization, Function - Revitalization**

## Performance Measures

### Objectives

- ◆ To increase community satisfaction with County programs, projects, and services in revitalization areas with a target of 95 percent.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
Revitalization programs, projects, geographic areas managed	NA	24	36 / 35	42	34
<b>Efficiency:</b>					
Cost per area managed (1)	NA	\$15,114	\$20,972 / \$20,972	\$17,976	\$20,205
<b>Service Quality:</b>					
Community satisfaction with County programs and projects measured by survey (1-100 scale)	NA	NA	NA / NA	NA	NA
<b>Outcome:</b>					
Percent change in community satisfaction	NA	NA	NA / NA	NA	NA

(1) Cost per area managed increased in FY 2002 as a result of additional funding support for positions, merit and limited term.



## Capital Formation and Capacity Building Service Area

### Goal

To pursue partnerships with investors, the philanthropic community, and State and Federal government that will result in capital investment and financial support for the DHCD and FCRHA mission. In addition, to enhance the potential for successful development and preservation by helping to increase the number of viable development organizations, and assisting these organizations in increasing their development capacity.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## Key Accomplishments

- ◆ Prepared the County's Annual Action Plan for the Consolidated Plan for FY 2002 which was adopted by the Board of Supervisors in April 2002. This plan is the basis for the award of over \$6 million in Community Development Block Grant funds, over \$2.0 million in HOME Investment Partnership Grant funds, over \$200,000 in Emergency Shelter Grants and \$180,000 in HOPWA funds from HUD.
- ◆ Awarded \$8.1 million from the Community Funding Pool to support non-profit organizations that provide critical human services in the County.
- ◆ Continued implementation of the Nonprofit Organizational Development Initiative that will provide technical assistance to strengthen non-profit development organizations.
- ◆ Obtained \$458,980 in Federal EDI Special Project Funds through HUD for neighborhood improvement activities.
- ◆ Successfully applied for tax credits for the 150 units of Independent Senior Living at the Little River Glen III property.
- ◆ Implemented a Development Agreement to provide technical assistance to apply for both Section 202 and 811 financing for the District Home.
- ◆ Implemented a Development Agreement with Reston Association to assist in the redevelopment of the Southgate Community Center.
- ◆ Expanded capital funds available and increased first time homeownership opportunities by entering into a contract of sale for 17 lots at Glenwood Mews.
- ◆ Expanded and formalized technical assistance to non-profits who seek to develop affordable housing.
- ◆ Established a \$1.0 million Preservation Loan Fund.
- ◆ Closed on the award of approximately \$240,000 from the Federal Home Loan Bank Board's Affordable Housing Program.
- ◆ Received \$1,860,911 in HUD Comprehensive Grant funds in FY 2003 for the renovation and improvement of Public Housing units.
- ◆ Financed over \$130,000 in loans to low-income families through the Home Improvement Loan Program in FY 2002.

## FY 2004 Initiatives

- ◆ Facilitate the preparation of the Consolidated Plan One-Year Action Plan for FY 2003 by the Consolidated Community Funding Advisory Committee, and process it through public review and approval by the Board of Supervisors and HUD.
- ◆ Pursue additional funding for affordable housing projects through the Federal Home Loan Bank Board.
- ◆ Begin construction of 150 units of independent senior living at Little River Glen III.
- ◆ Apply for tax credits for the Lewinsville Assisted Care facility.



# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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- ◆ Begin construction on the Lewinsville Assisted Care facility.
- ◆ Finance through Bond Anticipation Notes and Lease Revenue Bonds, the James Lee Community Center.
- ◆ Complete construction of the Southgate Community Center.
- ◆ Finance through Bond Anticipation Notes and Lease Revenue Bonds, the Southgate Community Center.

## Performance Measurement Results

DHCD was successful in obtaining \$240,000, non-entitlement funding, during FY 2001 from the Federal Home Loan Bank for the Gum Springs Glen senior affordable housing, achieving a three percent Outcome Performance Indicator. During FY 2001, Federal Economic Development Initiative (EDI) special project funds were requested, however, the grant awards were received after the end of FY 2001. The EDI special projects awards were reflected as part of the FY 2002 Outcome for this service area resulting in non-entitlement funding of eight percent. The total funding for FY 2003 is projected to increase.

### *Service Area: Capital Formation and Capacity Building*

## Performance Measures

### Objectives

- ◆ To obtain non-entitlement funding for housing, neighborhood improvement, revitalization, and public service in an amount equal to a minimum of five percent of entitlement funds.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
Total funding obtained	\$8,665,500	\$8,460,000	\$9,117,150 / \$8,847,000	\$8,959,650	\$8,657,500
<b>Efficiency:</b>					
Cost per dollar obtained	\$0.039	\$0.039	\$0.043 / \$0.040	\$0.041	\$0.040
<b>Service Quality:</b>					
Percent of public testimony or written comments supportive of funding applications	NA	100%	90% / 100%	90%	90%
<b>Outcome:</b>					
Non-entitlement funding obtained annually for housing, neighborhood improvement, revitalization, and public service as a percent of entitlement funding (1)	5.6%	3.0%	5.0% / 8.0%	5.0%	5.0%

(1) Economic Development Initiative (EDI) funding was received in FY 2002 rather than the projected receipt in FY 2001.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

## CONSOLIDATED FUND STATEMENT

	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
<b>Beginning Balance</b>	<b>\$32,291,920</b>	<b>\$11,310,394</b>	<b>\$35,416,035</b>	<b>\$12,777,761</b>	<b>\$12,441,829</b>
Revenue:					
Federal/State	\$40,953,218	\$39,509,026	\$70,650,242	\$46,547,626	\$46,547,626
General Fund Contributions <sup>1</sup>	8,907,624	8,158,248	8,489,807	8,007,754	7,334,797
Program Income	8,667,853	8,896,906	9,635,777	8,765,765	8,765,765
Sale of Bonds	4,100,000	0	10,403,748	0	0
Investment Income	865,108	614,527	614,527	541,976	541,976
Monitoring/Service Fees	1,605,939	947,868	947,868	1,442,953	1,442,953
Bank Funds	0	120,000	120,000	120,000	120,000
Utility Reimbursements	150,932	157,364	157,364	157,364	157,364
Repayment of Advances	593,757	506,400	506,400	1,308,941	1,308,941
Proffered Contributions	3,140,564	772,443	772,443	823,413	823,413
Miscellaneous/Other	8,773,589	7,661,824	12,305,331	8,174,830	8,174,830
Total Revenue <sup>2</sup>	\$77,758,584	\$67,344,606	\$114,603,507	\$75,890,622	\$75,217,665
<b>Total Available</b>	<b>\$110,050,504</b>	<b>\$78,655,000</b>	<b>\$150,019,542</b>	<b>\$88,668,383</b>	<b>\$87,659,494</b>
Expenditures:					
Personnel Services	\$10,933,409	\$11,794,910	\$11,911,698	\$12,150,465	\$12,119,815
Operating Expenses	40,844,825	43,359,392	55,655,093	49,456,668	49,435,468
Capital Equipment	9,951	10,000	267,334	0	0
Grant Projects	7,848,606	8,313,000	22,417,374	8,313,000	8,313,000
Capital Projects	14,997,678	4,109,035	47,326,214	4,034,073	3,369,073
Total Expenditures <sup>2</sup>	\$74,634,469	\$67,586,337	\$137,577,713	\$73,954,206	\$73,237,356
<b>Total Disbursements</b>	<b>\$74,634,469</b>	<b>\$67,586,337</b>	<b>\$137,577,713</b>	<b>\$73,954,206</b>	<b>\$73,237,356</b>
<b>Ending Balance</b>	<b>\$35,416,035</b>	<b>\$11,068,663</b>	<b>\$12,441,829</b>	<b>\$14,714,177</b>	<b>\$14,422,138</b>

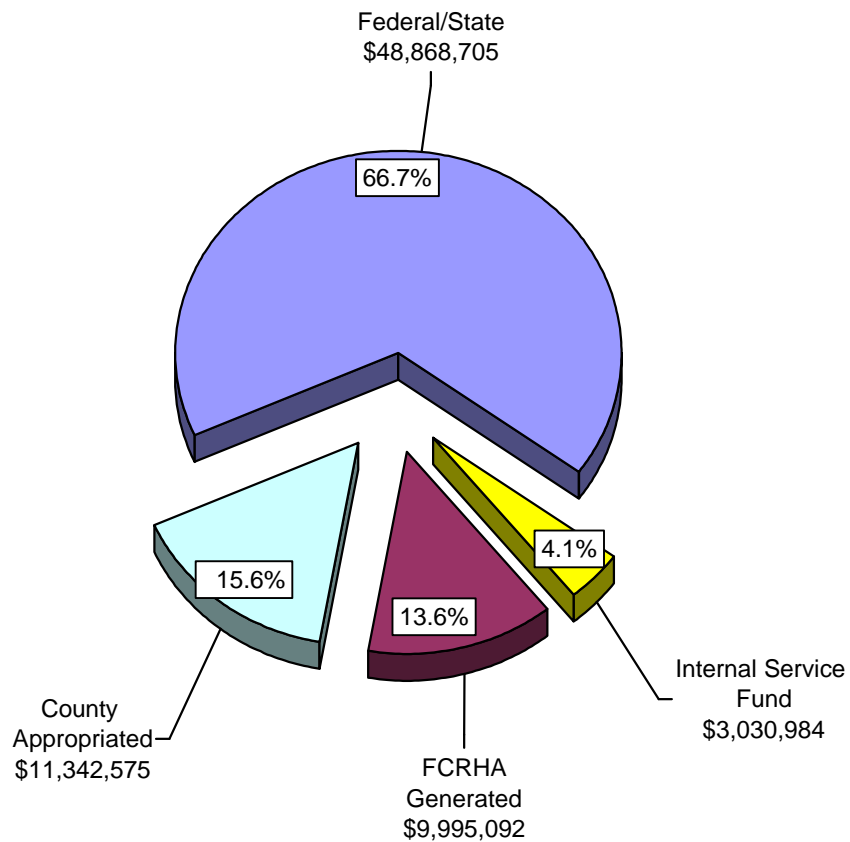
<sup>1</sup> In FY 2004, the total includes the General Fund Transfers to Fund 141, Elderly Housing Programs, in the amount of \$1,215,433 and Fund 340, Housing Assistance Program, in the amount of \$935,000, for a total of \$2,150,433. The remaining \$5,184,364 reflects Agency 38 funding within the General Fund.

<sup>2</sup> Fund 949, Internal Service Fund, was included as a separate housing fund beginning in FY 1998. Revenues and expenditures for this fund are included in the Consolidated Fund Statement, but do not increase total funding available to the agency. As such, this funding is netted out of the Budget Summary.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## HOUSING PROGRAMS FY 2004 EXPENDITURES

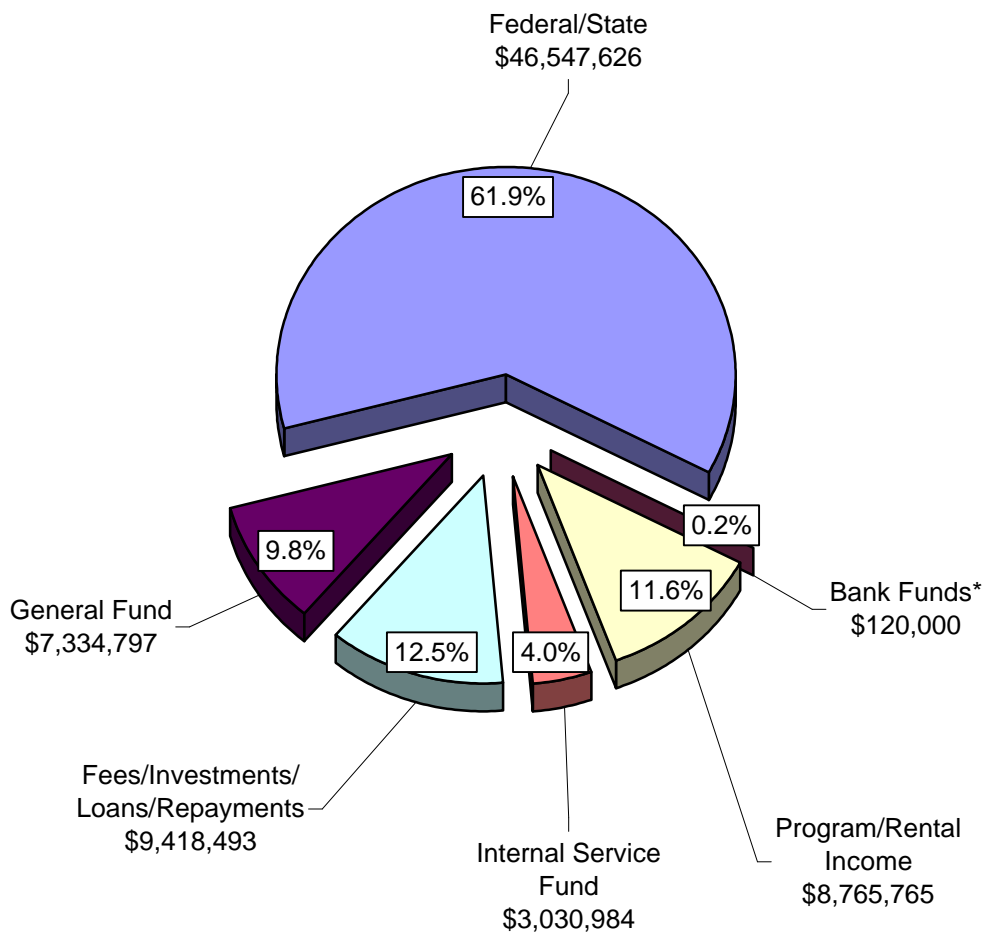


**TOTAL EXPENDITURES = \$73,237,356**

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## HOUSING PROGRAMS FY 2004 SOURCE OF FUNDS



**TOTAL REVENUES = \$75,217,665**

\*Borrowed funds for loans to homeowners.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

## BUDGET SUMMARY

Program Area Summary by Fund					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	227/226.5	227/226.5	227/226.5	226/225.5	227/226.5
Grant	8/8	8/8	7/7	7/7	7/7
Total Positions	235/234.5	235/234.5	234/233.5	233/232.5	234/233.5
<b>County Appropriated Funds:</b>					
Operating:					
001 General Fund	\$5,566,963	\$5,320,774	\$5,652,333	\$5,232,155	\$5,184,364
141 Elderly Housing Programs	3,134,159	3,130,706	3,299,145	3,124,015	3,163,849
143 Homeowners and Business Loan Programs	489,845	1,088,132	5,270,026	1,057,951	1,057,951
<b>Total Operating Expenditures</b>	<b>\$9,190,967</b>	<b>\$9,539,612</b>	<b>\$14,221,504</b>	<b>\$9,414,121</b>	<b>\$9,406,164</b>
Capital:					
144 Housing Trust Fund	\$1,590,373	\$966,843	\$13,006,416	\$1,001,411	\$1,001,411
340 Housing Assistance Program	5,715,982	1,600,000	15,205,904	1,600,000	935,000
341 Housing General Obligation Bond Construction	0	0	410,881	0	0
<b>Total Capital Expenditures</b>	<b>\$7,306,355</b>	<b>\$2,566,843</b>	<b>\$28,623,201</b>	<b>\$2,601,411</b>	<b>\$1,936,411</b>
<b>Total County Appropriated Fund Expenditures</b>	<b>\$16,497,322</b>	<b>\$12,106,455</b>	<b>\$42,844,705</b>	<b>\$12,015,532</b>	<b>\$11,342,575</b>
<b>Federal/State Support:<sup>1</sup></b>					
965 Housing Grants Fund	\$522,015	\$0	\$944,999	\$0	\$0
966 Section 8 Annual Contribution	27,786,329	28,952,019	36,025,883	35,307,330	35,293,648
967 Public Housing, Projects Under Management	4,947,005	5,293,160	5,539,256	5,273,423	5,262,057
969 Public Housing, Projects Under Modernization	1,798,442	0	4,112,936	0	0
142 Community Development Block Grant <sup>1</sup>	5,941,046	6,235,000	15,253,434	6,235,000	6,235,000
145 HOME Investment Partnership Grant <sup>1</sup>	1,385,545	2,078,000	6,218,941	2,078,000	2,078,000
<b>Total Federal/State Support</b>	<b>\$42,380,382</b>	<b>\$42,558,179</b>	<b>\$68,095,449</b>	<b>\$48,893,753</b>	<b>\$48,868,705</b>

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

Program Area Summary by Fund					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
FCRHA Generated Funds:					
940 FCRHA General Operating	\$2,855,843	\$2,643,725	\$2,718,198	\$2,706,541	\$2,694,970
941 Fairfax County Rental Program	2,649,490	3,137,652	3,493,058	3,291,633	3,289,210
945 Non-County Appropriated Rehabilitation Loan	65,638	317,924	291,370	175,307	175,307
946 FCRHA Revolving Development	155,971	0	1,006,634	0	0
947 FCRHA Capital Contributions	29,580	0	37,972	0	0
948 FCRHA Private Financing	5,707,330	1,542,192	13,545,471	1,432,662	1,432,662
949 Internal Service Fund	2,553,395	2,912,366	3,128,358	3,030,984	3,030,984
950 Housing Partnerships	1,739,518	2,367,844	2,416,498	2,407,794	2,402,943
<b>Subtotal, FCRHA Funds</b>	<b>\$15,756,765</b>	<b>\$12,921,703</b>	<b>\$26,637,559</b>	<b>\$13,044,921</b>	<b>\$13,026,076</b>
Less:					
949 Internal Service Fund	\$2,553,395	\$2,912,366	\$3,128,358	\$3,030,984	\$3,030,984
<b>Total, FCRHA Funds</b>	<b>\$13,203,370</b>	<b>\$10,009,337</b>	<b>\$23,509,201</b>	<b>\$10,013,937</b>	<b>\$9,995,092</b>
<b>Total, All Sources</b>	<b>\$74,634,469</b>	<b>\$67,586,337</b>	<b>\$137,577,713</b>	<b>\$73,954,206</b>	<b>\$73,237,356</b>
Less:					
949 Internal Service Fund	\$2,553,395	\$2,912,366	\$3,128,358	\$3,030,984	\$3,030,984
<b>Net Total, All Sources</b>	<b>\$72,081,074</b>	<b>\$64,673,971</b>	<b>\$134,449,355</b>	<b>\$70,923,222</b>	<b>\$70,206,372</b>

<sup>1</sup> Fund 142, Community Development Block Grant, and Fund 145, HOME Investment Partnership Grant, are Federally supported County Appropriated funds and have been reflected under the Federal/State Support Category. While the Board of Supervisors appropriates funding in these Funds by project, the source of revenue is the Federal government. The FY 2004 preliminary estimated federal funding for Fund 142, Community Development Block Grant (CDBG), is \$6,235,000 and for Fund 145, HOME Investment Partnership Grant (HOME), is \$2,078,000. It should be noted that the FCRHA Consolidated Plan One-Year Action Plan was approved by the Board of Supervisors on April 28, 2003, increasing the federal awards for FY 2004 to \$7,457,000 for CDBG and \$2,704,791 for HOME. Adjustments will be made at the *FY 2003 Carryover Review*.

## Housing Fund Structure

In many cases DHCD service areas span multiple elements of the fund structure of the Department which follows. For example, staff in the General Fund and the FCRHA General Revenue and Operating support most of the activities of the Department.

### ♦ County General Fund

#### ▪ Fund 001, General Operating

This Fund includes support for positions in Agency 38, DHCD, and provides subsidies for the operation of some rental housing programs. Subsidies include support for expenses such as refuse collection, painting, maintenance positions, and homeowner/condominium fees charged for condominium units owned by the FCRHA.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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- ◆ FCRHA General Revenue and Operating

- Fund 940, FCRHA General Revenue and Operating

This fund includes all FCRHA revenues generated by financing fees earned from issuance of bonds, monitoring and service fees charged to developers, investment income, project reimbursements, consultant fees, and ground rents on land leased to developers. Revenues support operating expenses for the administration of the private activity bonds, and the Home Improvement Loan Program staff.

- ◆ Local Rental Housing Program

- Fund 941, Fairfax County Rental Program (FCRP)

- Fund 950, FCRHA Partnerships

Fund 941 covers the operation of housing developments that are owned or managed by the FCRHA, other than Federally assisted public housing and certain County-supported rental housing. They include operating costs for the FCRP units, the Woodley-Hills Estate Mobile Home Park, and projects regulated by the Virginia Housing Development Authority, including group homes for the disabled and mentally handicapped. These latter units are owned and maintained by FCRHA; however, programs for the residents are administered by the Fairfax-Falls Church Community Services Board.

Fund 950 was established in FY 2002 to budget and account for revenue and expenditures related to some of the housing developments owned by partnerships between FCHRA and private investors. Financial records for these partnerships are maintained separately, outside the County financial systems, in order to meet accounting and reporting requirements. However, DHCD provides staff support to some of these developments and procures goods and services on behalf of these partnerships which are reflected in Fund 950. Previously, these items were included in Fund 941.

- ◆ Federal Section 8 Rental Assistance

- Fund 966, Section 8 Annual Contribution

The Section 8 program is a Federal housing rental assistance program for lower income families to assist them in leasing housing in the private marketplace. A portion of rent payments is provided by HUD and is calculated under various formulas, incorporating family income and the fair market rent for various types of housing in the Washington Metropolitan Area. The FCRHA administers the program, providing rental vouchers to eligible participants and rental subsidies to certain housing developments.

# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## ◆ Public Housing Program

- Fund 967, Public Housing, Projects Under Management
- Fund 969, Public Housing, Projects Under Modernization

These funds represent the Federal Public Housing Program that supports the operation, modernization, or acquisition of rental housing to be owned and operated by local housing authorities such as the FCRHA. The Public Housing Program had been divided into three separate components: projects in operation, capital construction projects for new Public Housing, and modernization of existing Public Housing facilities. Under 1998 Federal housing legislation, funding for development and modernization have been combined into one capital grant fund. Therefore, the remaining balance in Fund 968 for development grants, was consolidated with Fund 969. Under the program qualifications for Public Housing, units are leased to low-income tenants, and tenants pay no more than 30 percent of adjusted income toward dwelling rent or a minimum of \$50 per month.

## ◆ Special Revenue Funds

- Fund 141, Elderly Housing Programs
- Fund 142, Community Development Block Grant (CDBG)
- Fund 143, Homeowner and Business Loan Programs
- Fund 144, Housing Trust Fund
- Fund 145, HOME Investment Partnership Grant (HOME)
- Fund 945, Non-County Appropriated Rehabilitation Loan Program

These Funds include housing programs which have a special source of revenue, be it rental income, Federal/State support, bank funds, or proffered contributions. Elderly Housing Programs in Fund 141 provide for the operation of FCRHA owned affordable housing for the low- and moderate-income elderly of the County. The CDBG program in Fund 142 is a Federal grant that is used to conserve and upgrade neighborhoods through the provision of public facilities, support for community services and stimulation of development of low- and moderate-income housing. The Homeowner and Business Loan Programs in Fund 143 support homeowner assistance, such as the Moderate Income Direct Sales Program, which aids homeowners in the purchase of homes, as well as a Federal grant aimed at providing loans to small and minority businesses. Fund 144, Housing Trust Fund, utilizes proffered contributions from private developers, County contributions, and investment earnings to encourage the preservation, development, and redevelopment of affordable housing by the FCRHA, non-profit sponsors, and the private sector. The HOME program in Fund 145 is a Federal grant program that supports provision of affordable housing through acquisition, rehabilitation, new construction, and tenant-based rental assistance. Fund 945, Non-County Appropriated Rehabilitation Loan Fund, represents funds raised from private sources for the rehabilitation and upgrading of housing, and works in conjunction with County-appropriated funds in the CDBG and the Homeowner and Business Loan Program Funds.



# HOUSING AND COMMUNITY DEVELOPMENT PROGRAM OVERVIEW

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## ◆ Capital Projects

- Fund 340, Housing Assistance Program
- Fund 341, Housing General Obligation Bond Construction

These Funds provide County support for both affordable housing and community revitalization capital projects. Fund 340, Housing Assistance Program, had been used primarily for the acquisition or development of units to be managed and operated within the FCRP and for infrastructure costs associated with approved development projects. Beginning in FY 1997, funding was also included in Fund 340 from Section 108 loan proceeds to be used to preserve and improve four conservation areas. The funds also support the Blight Abatement and Revitalization programs. Fund 341, Housing General Obligation Bond Construction, is used to budget and report costs for housing and community development and capital projects that are supported wholly or in part by general obligation bond proceeds.

## ◆ FCRHA Development Support

- Fund 946, FCRHA Revolving Development
- Fund 947, FCRHA Capital Contributions
- Fund 948, FCRHA Private Financing

Funds 946 and 947 provide development support for site investigation for proposed new projects and provide temporary advances for architectural and engineering plans, studies, or fees for which Federal, State, County, or private funds will reimburse the FCRHA at a later date. Funding to supplement Federal funds for the development of new Public Housing and for minor capital improvement projects for existing FCRP units is also provided. Fund 948, FCRHA Private Financing, is used to budget and report costs for two types of funds: those borrowed by the FCRHA from private lenders and other sources, and funds for FCRHA projects which are generated through the sale of FCRHA bonds.

## ◆ FCRHA Internal Service Fund

- Fund 949, FCRHA Internal Service Fund

Fund 949, FCRHA Internal Service Fund, was established in FY 1998 to charge for goods and services that are shared among several housing funds. These costs include items such as office supplies, telephones, postage, copying, insurance, and audits which have been budgeted and paid from one of the FCRHA's funds and then allocated to the other funds proportionate to their share of the costs. This fund also includes costs associated with the maintenance and operation of FCRHA housing development, such as service contracts for extermination, custodial work, elevator maintenance, grounds maintenance, etc. The fund allows one contract to be established for goods and services, as opposed to multiple contracts in various funds.

## ◆ FCRHA Grant Fund

- Fund 965, FCRHA Grant Fund

Fund 965, Housing Grant Fund, was established in FY 2000 to administer grants awarded to the FCRHA. The grants currently in this fund are awarded by the U.S. Department of Housing and Urban Development (HUD), based on competitive applications for funding, and provide for rent subsidies, counseling services, support services, operating expenses, and property improvements.